

ANALYSIS OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE MEDIATED BY ORGANIZATIONAL COMMITMENT

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Abstract: This research aims to determine the influence of transformational leadership and organizational culture on employee performance which is mediated by organizational commitment. The sample in this research was 75 active lecturers at the Batam City Private University. Based on the test results using SEM PLS, it was found that the influence of organizational commitment on performance had a significant influence, the influence of transformational leadership on performance had an insignificant influence, the influence of culture on performance had a significant influence, the influence of transformational leadership on organizational commitment had a significant influence, the influence of organizational culture on organizational commitment had a significant influence, The influence of transformational leadership on performance is mediated by organizational commitment and has an insignificant effect. The influence of organizational culture on performance which is mediated by organizational commitment has a significant effect. . The indirect conclusion is that organizational commitment is able to mediate the influence of organizational culture on employee performance at PTS University Lecturers in Batam City.

Keywords: Transformational Leadership College, Organizational Culture, Employee Performance, Organizational Commitment

1. Introduction

Human resources have an important meaning because humans play an active and dominant role in every organizational activity. Humans in organizations play a role as determinants, actors and planners in achieving company goals as well as determining the company's progress and decline. Humans are a different resource from other production factors because humans have heterogeneous feelings, thoughts, desires and backgrounds. Humans also have unlimited needs, meaning that human needs always increase from time to time. Human needs are defined as everything that they have, achieve and enjoy, therefore humans are encouraged to carry out activities by working.

Performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. This performance is a combination of three important factors, namely a worker's ability and interest, ability and acceptance of explanations of task delegation and roles as well as a person's level of motivation.

Employee performance really determines the progress of a company because performance is very important in the organization's efforts to achieve its goals. If employees have good performance, it will certainly have a beneficial impact on the company, and vice versa, if employee performance is low, the company will experience difficulties and losses in achieving the goals set by the company. Apart from that, employee performance is also the level of work

results of employees in achieving the job requirements that have been given. Employee performance is something that needs to be taken seriously by a company, because employee performance with various aspects within it will have a direct impact on the performance of a company as a whole.

Based on the author's observations, the author sees that employee performance is still low in carrying out work, this can be seen from the existence of several employees who are unable to complete work on time, in addition to the existence of several employees who often do not arrive on time.

There are 3 (three) factors that become an assessment of employees, the first, Job Description, namely an assessment that is adjusted to the tasks occupied by the employee, meaning that the indicators in this assessment must focus on the direction of the work, which can be measured qualitatively and quantitatively and can be achieved with the employee's abilities. , this assessment also has a work time target. Second, Individual Competency, which is a combination of knowledge, skills and attitudes. The indicators for assessing individual competency are integrity, customer service orientation, adaptation, building relationships, developing other people and collaborating/leading groups. In its activities, this indicator most often involves many people and involves communication. So the role of communication is dominant in the individual competency assessment factor. Third, performance conclusion, namely the final result of employee performance assessment from assessing job descriptions and individual competencies

Furthermore, transformational leadership is where there is a lack of harmony in the relationship between leaders and employees, in this case the leaders in question are all the leaders in each section, where the leaders are always busy and often outside the office, apart from that the leaders do not pay more attention to the future direction of the organization, other than This is a lack of approach between leaders and employees so that employees feel less than optimal at work, besides that leaders do not provide motivation to employees and the rewards they get if the specified targets are achieved so that employees feel that they are not motivated to work better, this is because the leadership is busy and they are not optimal in dealing with everything employees, so that without realizing it, employees receive direct motivation from the leadership and affect employee morale, and difficulty in achieving the company's desired goals can also lead to a decrease in employee work productivity.

Furthermore, regarding organizational culture, based on initial research, the office found problems that occurred in organizational culture where there were still many employees who came and left not on time, so this became a culture or tradition among employees.

Based on the author's interview, there are several office employees who do not arrive on time. For this reason, companies must be able to create a positive organizational/company culture so that it influences employee performance. Human resource performance is largely determined by the internal and external environmental conditions of the organization, including organizational culture. Therefore, the ability to create an organization with a culture that is able to encourage performance is a necessity.

Furthermore, the problem of organizational commitment is that employees are still low in their commitment to the regulations that have been made. This can be seen in the condition that employees often lack discipline in respecting time, they often arrive late for work hours and go home not according to the predetermined working hours. Apart from that, employees feel that salaries and allowances have been determined by the Government, employees are not motivated or motivated to carry out better work, where employees who work a little or a lot will get the same salary which will have an impact on employee job satisfaction.

Formulation of the problem

1. What does transformational leadership affect performance?
2. What does organizational culture affect performance?
3. What is the Organization's Commitment to Performance?
4. What does Transformational Leadership affect Organizational Commitment?
5. What is the influence of organizational culture on organizational commitment?
6. Does Transformational Leadership have an effect on Performance mediated by Organizational Commitment?
7. Does organizational culture have an effect on performance, which is mediated by organizational commitment?

Research Limitations

The limitations of this research include:

1. This research was only carried out at private universities in Batam City.
2. The variables involved in this research include transformational leadership, organizational culture, organizational commitment, organizational commitment

2. Literature Review

"Performance is something visible, where individuals are relevant to organizational goals. Good performance is one of the organization's goals in achieving high work productivity. Achieving good performance cannot be separated from the good quality of human resources. According to (Gultom, 2017) states that employee performance (performance) is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, without violating law and in accordance with morals and ethics.

According to (Dessler, 2015), performance appraisal is usually defined as any procedure which includes: Determining performance standards, assessing actual employee performance in relation to standards, and providing feedback to employees with the aim of motivating the person to eliminate performance declines. or continue to perform even higher. Performance assessment criteria can be seen through several dimensions, namely functional utility, validity, empirical basis, sensitivity, systematic development and legal appropriateness. Furthermore, according to (Akbar 2020) "A way to measure the contributions of individual members of an organization to their organization." So, this performance assessment is needed to determine the level of individual contribution to the organization. Performance appraisal provides an important mechanism for management to use to assess previous performance and to motivate individual performance improvements in the future. This performance assessment generally covers all aspects of job implementation.

According to (Mangkuprawira, 2014) describes these factors as personal factors, leadership factors, team factors, system factors, contextual factors. The component of employee performance indicators according to (Lazer & Wikstrom, 2016) is technical ability including the knowledge possessed

employees, ability to use methods, work techniques used by employees, equipment used to carry out tasks, experience that employees have had with similar work, training received by employees. The next indicator of conceptual ability includes the ability to understand the complexity of the company, adapting the field of action of each unit to the operational field of the company as a whole, responsibility as an employee. Then the next indicator of interpersonal

relationship abilities includes the ability to collaborate with other people, motivate employees, carry out negotiations, work produced by employees. Performance indicators are something that will be calculated and measured. The performance indicators (Mangkunegara, 2014) state that they are quality of work, quantity of work, whether they can be relied on or not, attitude. Transformational Leadership.

According to (Nothouse, 2013) transformational leadership is pure transformational leadership which is leadership that is social and cares about the common good. These social transformational leaders overcome their own interests for the good of others. Furthermore (Rivai, 2014) states that transformational leadership is a type of leadership that integrates or motivates their followers towards goals that are upheld by clarifying roles and task demands. This type of leader provides individualized consideration and intellectual stimulation, and who has charisma. Transformational leaders devote attention to the concerns and development needs of individual followers; they change followers' awareness of issues by helping them view problems in new ways and they are able to excite, excite, and inspire followers to expend extra effort to achieve group goals.

Stoner stated that organizational culture is a perception shared by all members of the organization. Organizational culture is a set of important insights such as norms, values, attitudes and beliefs (organizational culture is the perception shared by all members of an organization. Organizational culture is a set of important insights such as norms, values, attitudes and beliefs) (Paramita et al., 2020). Organizational culture means the values reflected in the mission and goals, and practices of the organization (Mukminin et al., 2019).

According to (Jatilaksono & Indartono, 2016), there are six factors that influence organizational culture, namely observed behavioral regularities, norms, dominant values, philosophy, rules, organizational climate. According to (Oktarina et al., 2019) states that to assess the quality of an organization's culture it can be seen from ten indicators, namely individual initiative, tolerance for risky actions, direction, integration, management support, control, identity, reward system, tolerance for conflict, pattern -communication patterns.

Organizational Commitment

According to (Utaminingsih, 2014) the definition of organizational commitment is as the relative strength of an individual's identification related to his involvement as a member of the organization, so this shows as a construct that influences individual behavior in the organization, which is interesting to study as are the concepts of job satisfaction, work involvement, career development, current commitment, and the intensity of employee turnover in an organization.

According to (Darmadi, 2018), factors that influence organizational commitment are Personal Factors, Organizational Factors, Relational Factors. According to (Emron, 2018), there are three types of components of organizational commitment, namely affective commitment, sustainable commitment, and normative commitment.

A literature review explain about theory in the journal, book, proceeding, etc. A literature as always talk about you are topic area. It should be formatted using 12 point, Times New Roman, single spaced.

Organizational culture Hypothesis

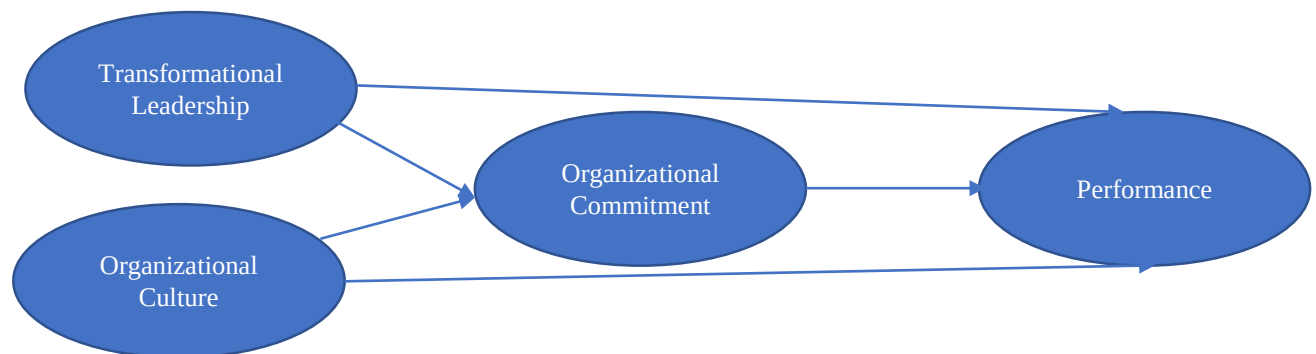


Figure 1: Organizational culture Hypothesis

The Effect of Transformational Leadership on Performance

H1: Transformational Leadership influences Performance

The Influence of Organizational Culture on Performance

H2: Organizational culture influences performance

The Effect of Organizational Commitment on Performance

H3: Organizational Commitment influences Performance

The Influence of Transformational Leadership on Organizational Commitment

H4: Transformational Leadership influences Organizational Commitment

The Influence of Organizational Culture on Organizational Commitment

H5: Organizational culture influences organizational commitment

The Influence of Transformational Leadership on Performance as mediated by Organizational Commitment

H6: Transformational Leadership has an effect on Performance which is mediated by Organizational Commitment

The influence of organizational culture on employee performance is mediated by organizational commitment

H7: The influence of organizational culture on employee performance is mediated by organizational commitment

3. Method

Research objects and samples

The objects of this research are lecturers at private universities in the city of Batam. Sample selection was carried out using the probability sampling method with the Simple Random Sampling technique. The total sample size was determined proportionally at 75 respondents based on the population of lecturers at private universities in Batam City.

Data Types and Sources

The type and source of data used is primary data, namely data originating from the research object, namely in the form of questionnaires and interviews given directly to respondents to obtain information about customer satisfaction.

Method of collecting data

In collecting data the author used the following methods:

1. Interview
Namely, conducting questions and answers directly to lecturers at private universities in Batam City
2. Questionnaire
Namely by making a list of questions to give directly to lecturers at private universities in Batam City
3. Validity and Reliability Test

a. Validity test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure (Yusuf, 2018). The validity of questionnaire question items can be measured by correlating between the question item scores and the total variable or construct scores. The resulting correlation coefficient is then compared with the r table - if the correlation between the item scores and the total score is less than 0.30 (obtained from calculations between interpolation calculations from the Product Moment r value table) then the question item in the instrument is declared invalid. Instrument items are considered valid if they are greater than 0.30 by comparing them with the r table. If $r_{\text{count}} > r_{\text{table}}$ then it is valid.

b. Reliability Test

Reliability is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if the respondent's answers to questions are consistent or stable over time. The level of reliability of a research variable or construct can be seen from the results of the Crobach Alpha statistical test (α). According to Ghazali's (2015) criteria, a variable or construct is said to be reliable if the Cronbach Alpha value is > 0.60 . The closer the alpha value is to one, the more reliable the data reliability value is for each variable.

c. Path Analysis Test

Path analysis, known as path analysis, was first developed in the 1920s by geneticist Sewall Wright. Ghazali, (2015) said that the path analysis model is used to analyze the pattern of relationships between variables with the aim of knowing the direct or indirect influence of a set of independent (exogenous) variables on the exogenous variable.

This path analysis technique will be used to test the magnitude of the contribution addressed by the path coefficient on each path diagram of the causal relationship between variables X_1 , X_2 , and Z to Y

4. Results And Discussion

Evaluation of the indicator measurement model includes examination of individual item reliability, internal consistency or composite reliability, average variance extracted, and discriminant validity. The first three measurements are grouped into convergent validity

a. Convergent Validity

Convergent validity consists of three tests, namely item reliability (validity of each indicator), composite reliability, and average variance extracted (AVE). Convergent validity is used to

measure how much existing indicators can explain dimensions. This means that the greater the convergent validity, the greater the dimension's ability to apply its latent variables.

1. Reliability of Items

Reliability items or what we usually call indicator validity. Testing of item reliability (indicator validity) can be seen from the loading factor value (standardized loading). The loading value of this factor is the magnitude of the correlation between each indicator and its construct. A loading factor value above 0.7 can be said to be ideal, meaning that the indicator can be said to be valid as an indicator for measuring the construct. However, standardized loading factor values above 0.5 are acceptable. Meanwhile, standardized loading factor values below 0.5 can be excluded from the Chin (1998) model. The following are the item reliability values that can be seen in the standardized loading column:

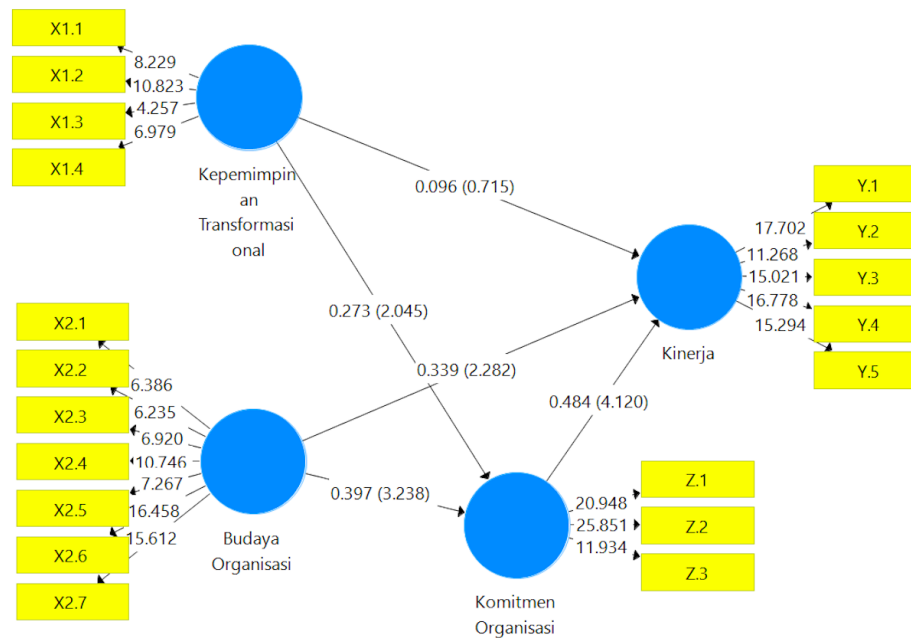


Figure 2: Standard Loading Factor Inner and outer model

From the picture above it can be seen that the entire loading is more than 0.5 so there is no need to set aside. Thus, these types of indicators are valid to explain each latent variable, namely transformational leadership, organizational culture, organizational commitment and employee performance.

Composite Reliability

The statistics used in composite reliability or construct reliability are Cronbach's alpha and D.G rho (PCA). Cronbach's alpha measures the lower limit of the reliability value of a construct, while composite reliability measures the actual value of the reliability of a construct. The rule of thumb used for composite reliability values is greater than 0.6 and Cronbach's alpha values are greater than 0.6. With this measurement, if the value achieved is > 0.60 , it can be said that the construct has high reliability.

The test results show that the composite reliability value for organizational culture is 0.826; transformational leadership of 0.726; performance of 0.868; organizational commitment of 0.775. The four latents obtained Cronbach's alpha values above 0.6, so it can be said that all factors have good reliability as measuring instruments.

Average Variance Extracted (AVE) describes the amount of variance that can be explained by items compared to the variance caused by measurement error. The standard is if the AVE value is above 0.5 then it can be said that the construct has good convergent validity. This means that latent variables can explain on average more than half of the variance of the indicators.

The test results show that the AVE value for organizational culture is 0.524; transformational leadership of 0.506; performance of 0.654; organizational commitment of 0.689. The four variables have an AVE that is above 0.5 so that the construct has good convergent validity where the latent variable can explain on average more than half of the variance of the indicators.

Discriminant Validity

Discriminant validity examination of the reflective measurement model is assessed based on cross loading and comparing the AVE value with the squared correlation between constructs. The measure of cross loading is comparing the correlation of indicators with their constructs and constructs from other blocks. Good discriminant validity will be able to explain the indicator variable at a higher rate than explaining the variance of other construct indicators. The following are the discriminant validity values for each indicator.

The test results show that the discriminant validity or loading factor value for each variable has a higher correlation with the variable compared to other variables. Likewise with the indicators for each variable. This shows that the placement of indicators on each variable is correct.

Inner Model Analysis

R-square is a measure of the proportion of variations in values that are influenced (endogenous) that can be explained by the variables that influence them (exogenous). This is useful for predicting whether the model is good/bad. The r-square result for the endogenous latent variable of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate (medium) and 0.25 indicates that the model is weak (bad) (Juliandi, 2018). Based on the data processing that has been carried out, the R-Square value of the influence of X1, in other words, the model is substantial (good), and 36% is influenced by other variables. Furthermore, the influence of X1 and

Hypothesis test

The results of the direct influence hypothesis test can be seen in the following path coefficient table:

hypothesis testing is that the influence of organizational culture on performance has a path coefficient of 0.339. This influence has a probability value (p-values) of $0.023 < 0.05$, meaning that organizational culture has a significant effect on employee performance at private university lecturers in Batam City. The influence of organizational culture on organizational commitment has a path coefficient of 0.379. This influence has a probability value (p-value) of $0.001 < 0.05$, meaning that organizational culture has a significant effect on organizational commitment among university private university lecturers in Batam City. The effect of transformational leadership on performance has a path coefficient of 0.096. This influence

has a probability value (p-values) of $0.075 < 0.05$, meaning that transformational leadership has no significant effect on employee performance for private university lecturers at Batam City University. The influence of transformational leadership on organizational commitment has a path coefficient of 0.273. This influence has a probability value (p-values) of $0.041 < 0.05$, meaning that transformational leadership has a significant effect on organizational commitment among private university lecturers at Batam City University. The influence of organizational commitment on performance has a path coefficient of 0.484. This influence has a probability value (p-values) of $0.000 > 0.05$, meaning that organizational commitment has a significant effect on the performance of private university lecturers at Batam City University.

Indirect Testing

As for the indirect influence between the independent variable and the dependent variable in this research, the hypothesis testing is that the influence of organizational culture on performance through organizational commitment has a path coefficient of 0.192. This influence has a probability value (p-values) of $0.009 < 0.05$, meaning that organizational commitment is able to mediate the influence of organizational culture on employee performance at private university lecturers in Batam City and the influence of transformational leadership on performance through organizational commitment has a path coefficient of 0.132. This influence has a probability value (p-values) of $0.052 < 0.05$, meaning that organizational commitment is unable to mediate the influence of transformational leadership on employee performance at private university lecturers in Batam City.

Discussion

The findings in this research are regarding the suitability of theory to research, opinions and previous research that have been put forward by the results of previous research as well as behavioral patterns that must be carried out to overcome these things. The following is a discussion of the analysis of the findings of this research as follows:

The Influence of Transformational Leadership on Performance

From the results of the hypothesis testing analysis, the influence of transformational leadership on performance has a path coefficient of 0.339. This influence has a probability value (p-values) of $0.075 > 0.05$, meaning that the hypothesis that transformational leadership has a significant effect on employee performance at lecturers at private universities in Batam City is not proven. This shows that transformational leadership has not been able to improve employee performance at private university lecturers in Batam City, where leaders have not been optimal in providing direction to their subordinates in completing the tasks given. The results of this research are in line with the results of previous research conducted by Cahyono, U. T., Maarif, M. S., & Suharjono, S. (2014) proving that transformational leadership has an influence on employee performance.

The Influence of Organizational Culture on Performance

From the results of the hypothesis testing analysis, the influence of organizational culture on performance has a path coefficient of 0.339. This influence has a probability value (p-value) of $0.000 < 0.05$, meaning that organizational culture has a significant effect on employee performance at private university lecturers in Batam City. This shows that with an innovative, effective and aggressive organizational culture, the performance of lecturers at private universities in the city of Batam will increase. The results of this research are in line with the

results of previous research conducted by (Jufrizen & Rahmadhani, 2020); (Indajang et al., 2020); and) which states that organizational culture influences employee performance.

The Effect of Organizational Commitment on Performance

From the results of the hypothesis testing analysis, the influence of organizational commitment on performance has a path coefficient of 0.484. This influence has a probability value (p-value) of $0.000 < 0.05$, meaning that organizational commitment has a significant effect on employee performance at private university lecturers in Batam City. This shows that the organizational commitment of private university lecturers in Batam City is increasing, then the lecturer's performance will increase, where with committed lecturers the lecturer will feel confident and believe that the values and goals of the organization are in line with the lecturer's expectations so that the lecturer will work harder so that the lecturer's performance will increase. The results of this research are supported by (Cahyani et al., 2020) (Adhan, Jufrizen, Prayogi & Siswadi, 2020), Jufrizen et. al., (2022), (Muis, Jufrizen & Fahmi, 2018) and (Kristine, 2017) show that organizational commitment has a positive effect on increasing employee performance.

The Influence of Transformational Leadership on Organizational Commitment

From the results of the hypothesis testing analysis, the influence of transformational leadership on organizational commitment has a path coefficient of 0.273. This influence has a probability value (p-values) of $0.041 < 0.05$, meaning that organizational culture has a significant effect on organizational commitment among private university lecturers in Batam City. This shows that leadership is able to increase the organizational commitment of lecturers at private universities in Batam City, where the leader's attitude provides direction and motivation to employees in carrying out their work and the leader always responds well to the results of the employee's work so that employees will feel satisfied with what they receive with In this way, the employee will be more committed to the Office of the Regional People's Representative Council of North Sumatra Province. The results of this research are in line with the results of previous research conducted by (Widyatmika & Riana, 2020) and Jufrizen et.al (2022) concluding that transformational leadership has a significant effect on organizational commitment.

The Influence of Organizational Culture on Organizational Commitment

From the results of the hypothesis testing analysis, the influence of organizational culture on organizational commitment has a path coefficient of 0.339. This influence has a probability value (p-value) of $0.023 < 0.05$, meaning that organizational culture has a significant effect on organizational commitment among private university lecturers in Batam City. This shows that organizational culture is able to increase employee organizational commitment to lecturers at private universities in the city of Batam, where by conforming the values held by the lecturers with the values that apply in the institution, the lecturers will be happier in the institution environment, the lecturers will feel more of a sense of belonging, these institutions so that lecturers' commitment to the institution will increase. The results of this research are in line with the results of previous research conducted by (Wijaya & Yuniawan, 2017) (Lestiyane & Yanuar, 2019) (Yusuf, 2020) (Jeong & Cho, 2020) stating that organizational culture has a significant effect on organizational commitment.

The Influence of Transformational Leadership on Performance is Mediated by Organizational Commitment

From the results of the hypothesis testing analysis, the influence of transformational leadership on performance through organizational commitment has a path coefficient of 0.132. This influence has a probability value (p-values) of $0.052 > 0.005$, meaning that

organizational commitment has not been able to mediate the influence of transformational leadership on the performance of private university lecturers at private universities in Batam City. This shows that leadership has not been able to improve employee performance through the organizational commitment of private university lecturers in Batam City. private universities in Batam City, where the attitude of leaders who provide direction and motivation to lecturers in carrying out their work has not been able to provide changes to the performance of private university lecturers at private universities in Batam City and leaders have not been able to respond well to the results of employee work so that employees do not feel satisfied with what they have achieved. If this is accepted, the lecturer has not been maximally committed to his institution, therefore the lecturer should be more serious in carrying out his work so that the lecturer's performance will improve further.

The Influence of Organizational Culture on Performance is Mediated by Organizational Commitment

From the results of the hypothesis testing analysis, the influence of organizational culture on performance through organizational commitment has a path coefficient of 0.192. This influence has a probability value (p-value) of $0.009 < 0.05$, meaning that organizational commitment is able to mediate the influence of organizational culture on the performance of lecturers at private universities in Batam city. This shows that organizational culture is able to improve employee performance through the organizational commitment of private university private university lecturers in Batam City where by conforming the values held by lecturers with the values that apply in the institution, lecturers will be happier in the university environment, lecturers will be happier. feeling of self-belonging at the university so that the lecturer's commitment to the university will increase, thus the lecturer will be more serious in carrying out his work so that the lecturer's performance will increase.

5. Conclusion

Based on the results of the research and discussion previously stated, conclusions can be drawn from research regarding "The Influence of Transformational Leadership and Organizational Culture on Employee Performance Mediated by Organizational Commitment in PTS University Lecturers in Batam City is as follows: Directly transformational leadership has no significant effect on performance PTS University lecturer in Batam city. Organizational culture directly has a significant effect on employee performance at PTS University Lecturers in Batam City. Directly, organizational commitment has a significant effect on employee performance at PTS University Lecturers in Batam City. Transformational leadership directly has a significant effect on organizational commitment among private university lecturers at Batam City University. Organizational culture directly has a significant effect on organizational commitment among PTS University Lecturers in Batam City. Indirectly, organizational commitment is able to mediate the influence of transformational leadership on employee performance at private university lecturers in Batam City. Indirectly, organizational commitment is able to mediate the influence of organizational culture on employee performance at PTS University Lecturers in Batam City.

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